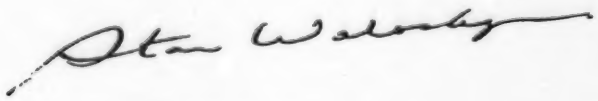
Public Works, Supply and Services

Business Plan 1998-99 to 2000-01

Accountability Statement

This Business Plan for the three years commencing April 1, 1998 was prepared under my direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at January 20, 1998 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.



Stan Woloshyn
Minister of Public Works, Supply and Services
January 21, 1998

Vision

To be recognized as an innovative, professional service organization that consistently adds value.

Mission

To facilitate government program delivery by providing quality, cost effective common services and professional expertise.

Introduction

Public Works, Supply and Services (PWSS) is a central agency responsible for providing capital infrastructure, accommodation, property management, information technology, information management and procurement services to support government program delivery. As a common service ministry, PWSS supports all three government priorities — health, education and jobs:

- **Health** - provide funding for the upgrading, construction and maintenance of quality health care facilities and upgrade of seniors' lodges.
- **Education** - provide funding for the upgrading, construction and maintenance of vocational and early childhood services facilities required for the effective delivery of educational programs.
- **Jobs** - foster opportunities for Alberta businesses by using the private sector to provide construction, maintenance and information technology services and ensuring that the Alberta Government has a fair and accessible procurement system.

Core Businesses

Information Management and Technology Services provides leadership in managing information technology and telecommunications for government ministries; operates the government computing centres; manages shared telecommunication networks for voice, data and mobile radio communications services; administers information management legislation and policies; and works with the Office of the Chief Information Officer to develop and integrate government technology plans.

Property Development works with client departments, boards, agencies and other stakeholders to provide the government capital infrastructure. This includes government and health facilities, seniors' lodges, and major water management projects. Services include planning, project management, and professional and technical expertise.

Property and Supply Management operates and maintains government-owned properties and administers leased space; acts as the central procurement and surplus disposal agency for the government; and provides air transportation services.

Realty Services acquires, negotiates, and documents contracts for leased space; negotiates the purchase of lands for ministries (except Transportation and Utilities) and the Edmonton and Calgary Restricted Development Areas; and administers the sale of property surplus to government needs.

In addition to these four core businesses, the Office of the Chief Information Officer (CIO) reports to the Minister of Public Works, Supply and Services.

Operating Principles

PWSS is guided by the following values, beliefs and principles:

- The achievement of our goals depends on the knowledge, skills, ability, attitude and commitment of our employees.
- We invest in our employees, promoting personal growth and development to meet the changing needs of the ministry and our customers.
- Customers, stakeholders and staff are partners in developing solutions and evaluating performance.
- Continual improvement is achieved through creative and innovative approaches to business.
- Resources are managed in an environmentally responsible manner.
- Business operations are conducted with openness, honesty and fairness.
- We are results oriented and accountable for our performance.
- Safe working conditions are provided and continually promoted.

Goals, Strategies and Measures

PWSS' goals, strategies and measures were developed by reviewing the ministry from client, internal business, staff development and financial perspectives. PWSS is focused on the needs of its clients and provides quality services while meeting government expectations for the cost of these services. To accomplish this, internal business processes and the skill level of our workforce are continually examined and re-evaluated.

Goal 1: Upgrade our employees' skills to meet future business needs

- ensure the organization is positioned to meet future business requirements by implementing a responsive, integrated human resource strategy that includes:

  - competency profiles for all occupational groups and employees in PWSS
  - training and development programs to strengthen employee competencies in customer service, information technology, and technical skills
  - succession planning

Performance Measures and Indicators

- Proposed Future Measures
  - Percentage of PWSS employees with a competency profile established
  - Percentage of PWSS employees meeting the competency profile for their positions
- Further performance measures for this goal are under development

Goal 2: Refine the responsibility and accountability framework for common services

- where possible, allocate and report costs by ministry to raise awareness of costs incurred, facilitate joint planning and improve decision-making
- where cost savings can be identified, transfer appropriate budgets and responsibilities for common PWSS services to ministries

- strengthen partnerships with our clients
- continued shift in emphasis to policy and standards development
- support continual improvement activities by participating in annual benchmarking studies to compare operating costs, space utilization, and standards with other governments and the private sector

Performance Measures and Indicators

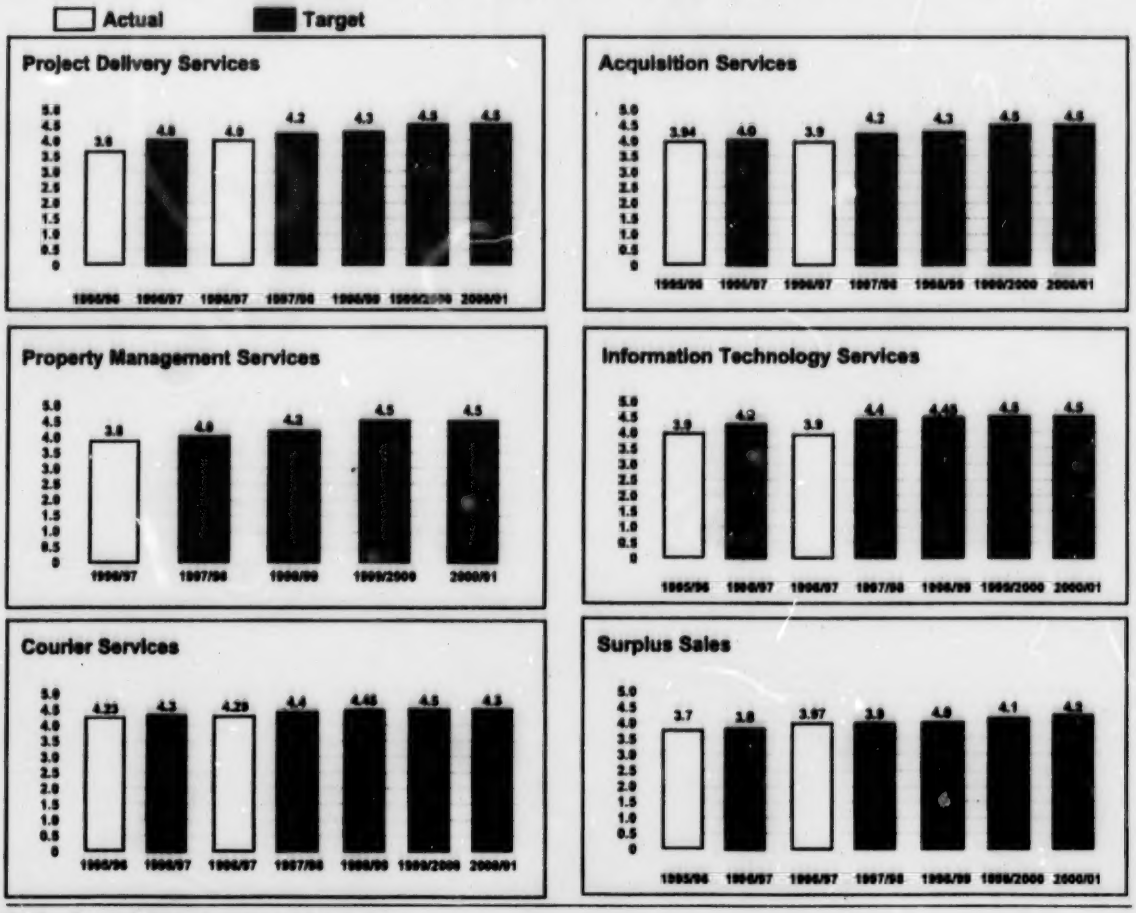
- Proposed Future Measures
  - Percentage of departmental costs charged to or allocated to other ministries

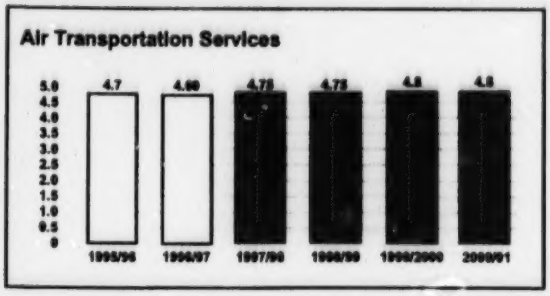
Goal 3: Provide services that meet or exceed client requirements

- meet regularly with clients to ensure awareness of clients' needs and business plans and that their priorities are addressed in PWSS plans
- involve clients in appropriate aspects of program planning, decision-making and implementation
- provide professional consultation, technical advice and guidance in areas of expertise to assist client departments

Performance Measures and Indicators

- Results of Client Satisfaction Surveys (5=very satisfied, 1=very dissatisfied)





Goal 4: Facilitate effective government program delivery by developing, managing and maintaining the government infrastructure

Property Development

- continue to implement the facility upgrading plan for seniors' lodges to address life safety, building code, mechanical, electrical and building envelope requirements
- identify and plan to eliminate environmental risks at our facilities
- develop and implement a long-term upgrading and rehabilitation plan for the major water resource infrastructure, in conjunction with Environmental Protection
- facilitate arrangements to share accommodation between ministries, other levels of government and government-sponsored organizations
- in cooperation with client ministries, improve space utilization by consolidating space and piloting alternative approaches to office accommodation
- explore and prototype new and innovative approaches to address ministries' accommodation requirements
- upgrade facilities to support the changing technology needs of clients

Information Management and Technology Services

- facilitate government-wide electronic communication by:
  - operating an improved government-wide electronic mail facility
  - establishing a service that will enable digital signatures and encoding facilities for security of documents transmitted by electronic mail systems
  - continuing to improve the planning for and the development of the telecommunications infrastructure used by ministries and approved extended stakeholders
- safeguard government information by:
  - establishing a coordinated and comprehensive data backup and recovery system for departmental servers, local area networks and other government information systems
  - consolidating functions of existing central computing centres and establishing an independent disaster recovery site for government
- work with the Office of the Chief Information Officer (CIO) to ensure government systems are Year 2000 compliant
- provide cross-government support to advance CIO-sponsored initiatives related to information management and information technology projects as identified in the CIO's Information Resources Strategic Plan (IRSP)
- evaluate electronic document management systems to facilitate the cataloguing, security, indexing, retrieval, archiving and disposition of electronic and paper records

Property and Supply Management

- improve long-term maintenance planning processes and preventive maintenance programs using the facility evaluation system to support the efficient use and operation of facilities; provide adequate, safe environments for program delivery; and protect asset values and integrity
- minimize environmental impact of operations through recycling of materials and reducing natural gas, power and water consumption

Realty Services

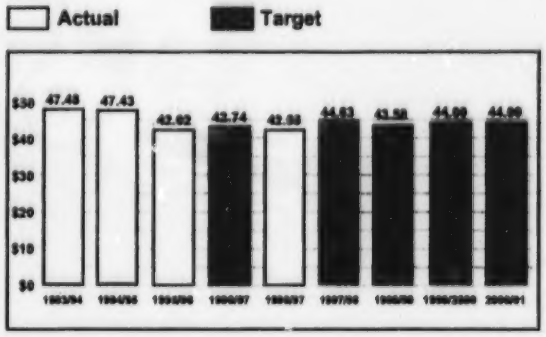
- ensure that the government obtains good value in the acquisition of its leased accommodation and the purchase of new properties
- maximize value to government on the disposition of its surplus real estate assets

Performance Measures and Indicators

Taken in conjunction with the measures for customer satisfaction with PWSS services, the following measures are indicators of effective management and maintenance of the government infrastructure.

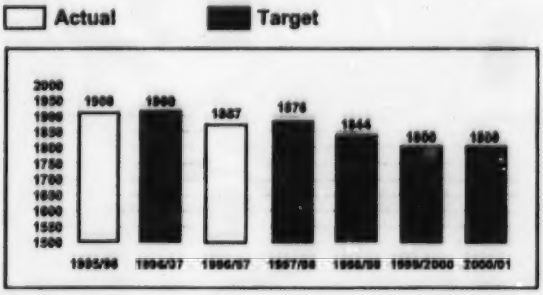
Operating Cost Per Square Metre ($)

- This performance measure is defined as the annual average operating cost for owned space managed by PWSS. To be consistent with industry practice, this measure has been refined to include all direct property management costs associated with the day-to-day operation and maintenance of facilities divided by rentable area. Future targets reflect reinvestment in government infrastructure required to maintain facilities at an acceptable level.



Energy Consumption in Owned Facilities (Megajoules per m²)

- This measure shows the average energy consumption in owned facilities over a 12 month period. This is an indicator of how effectively PWSS is minimizing the environmental impact of operations.



Proposed Future Measures

- Building Condition Rating Distribution
- Office Space Utilization

Goal 5: Foster Opportunities for Alberta Businesses

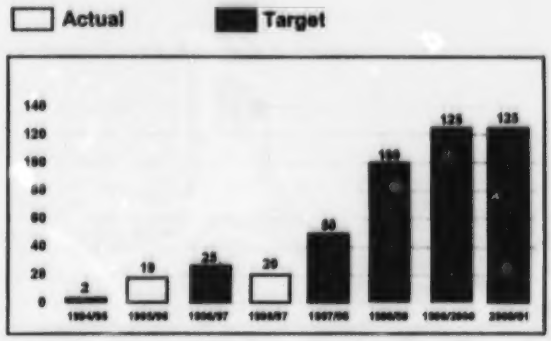
- as the government's central purchasing agent, foster opportunities for Alberta businesses to provide goods and services to the Alberta government
- lead initiatives for the Government Procurement Chapter of the Agreement on Internal Trade to provide Alberta businesses broader access to government procurement across Canada
- facilitate further implementation of the Agreement on Internal Trade through consulting sessions with the representatives of the Alberta Municipalities, Academic Institutions, Schools and Hospitals (MASH) sector
- expand and diversify private sector involvement in the delivery of accommodation services

Performance Measures and Indicators

Taken in conjunction with measures for customer satisfaction with procurement services, these measures are indicators of an effective and efficient procurement system.

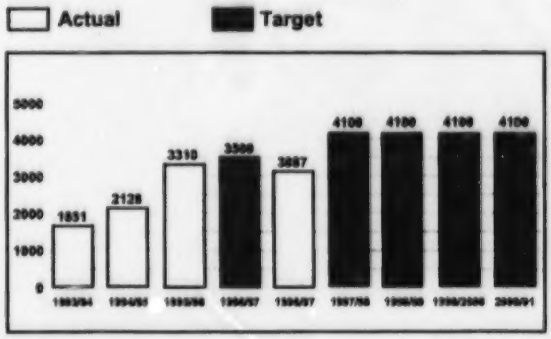
Number of Alberta Organizations Advertising Opportunities via the National Electronic Tendering System

- This measure shows the number of Alberta government departments, agencies and other public sector organizations posting their purchasing and contracting opportunities for the private sector on the national electronic tendering system. The Alberta government is a partner in this multi-government initiative which is a one-window service, accessible to all businesses.



Number of Alberta Businesses Using the National Electronic Tendering System

- This measure shows the number of Alberta businesses using the national electronic tendering system to access tender documents and other sales opportunities posted by the federal government and a growing number of provincial and local governments across Canada.



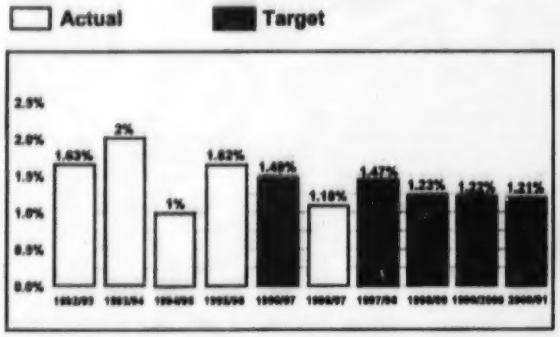
Goal 6: Improve internal business processes and minimize costs

- facilitate the implementation of new corporate finance and human resource applications across government to support improved decision-making and increase effectiveness
- carry out the three year legislative plan to review and amend legislation
- continually reassess PWSS' priorities and explore opportunities for improved efficiency and cost savings
- streamline the procurement process
- improve efficiencies by streamlining the government's records disposition process
- develop and implement effective business strategies and approaches, drawing upon those used by similar public and private sector organizations:
  - partner with the private sector to pursue new ways of doing business
  - improve capital project performance by allowing private sector developers to supply a "start-to-finish" project package (design, plan, build) which will reduce project delivery time frames and deliver value
  - examine new business approaches to address capital asset requirements including leasing and lease to purchase options
  - negotiate leases for client ministries where the landlord will provide complete accommodation systems, components, furnishings and equipment as part of the lease agreement

Performance Measures and Indicators

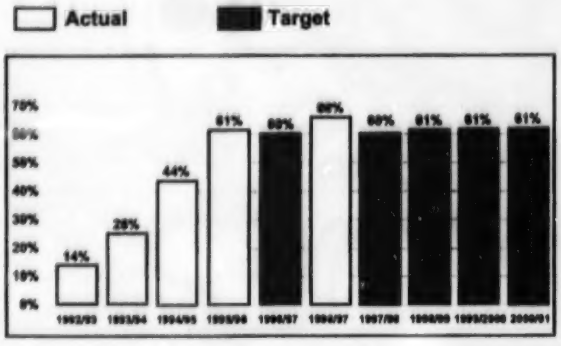
Procurement Administrative Costs (%)

- This performance measure is defined as the administrative costs for procurement services expressed as a percentage of total goods and services purchased. Lower values indicate improved efficiency, achievable by reducing operating costs in proportion to the value of purchases.



Standing Offer Purchases as a Percentage of All Tendered Purchases

- This measure shows the value of purchases made by standing offer in relation to total tendered purchases. Standing offer purchases are more economical to administer and provide ministries with direct access to suppliers, in comparison to the alternative of individually tendering for each purchase. Generally, standing offers are established every one to three years.



Office of the Chief Information Officer
Business Plan 1998-1999 to 2000-2001

Vision

An Alberta where effective use and application of information resources improves the contribution of the information industries to the Alberta economy and the quality of service provided to Albertans by the public sector.

Mission

As the organization responsible for information resource management in the Alberta government, the mission of the Office of the Chief Information Officer (CIO) is to:

champion the effective creation, use and sharing of information and its supporting systems within government and with its stakeholders to facilitate the development and growth of an information and technology culture in Alberta.

Mandate

The Office of the CIO is responsible for developing overarching policies and strategies which will enable ministries, agencies and other stakeholders to fit their information resource plans into a broader framework.

The mandate of the Office is to:

- work with Alberta government ministries, the Federal government and industry on matters relating to telecommunications and information technology policy,
- liaise, through the CIO Council, with all ministries on government-wide information resource matters,
- develop and coordinate the implementation of a government-wide Information Resource Strategic Plan to provide guidance and a framework for departmental plans and initiatives to meet the business goals of their ministries,
- direct the development of a corporate framework for the development and review of Ministry Information Resource Strategic Plans,
- direct the development of information resource policies and standards,
- direct the coordination of planning support for the effective long-term use of information resources.

Goals and Strategies

The overall Goals and Strategies of the Office of the CIO are:

GOAL 1: Create a culture of collaboration and cooperation on matters relating to information resource management

Strategies

- coordinate working groups to prepare recommendations on action steps identified in the government-wide Information Resource Strategic Plan that provides a planning framework for ministry information resource initiatives,
- create a coordinating structure for government and stakeholder decisions on information resource management,
- facilitate initiatives requiring public and private sector collaboration and cooperation,
- provide planning support for the effective long-term use of information by Government.

GOAL 2: Promote the sharing of information resources between the Government and its stakeholders

Strategies

- provide planning structures for the coordination, sharing and protection of information within government,
- develop and deploy a framework for the equitable access and use of government data, systems, and networks by ministries and their stakeholders,
- develop and apply standards and guidelines for interoperability and connectivity of government and public information systems,
- provide access to public information resources which are coordinated effectively with and between the private and public sectors,
- steer the development of network access to support Alberta's information resource needs.

GOAL 3: Raise the awareness and understanding of the strategic importance of information resources within the government

Strategies

- work with all government ministries, and through them to Albertans, to make them aware of the strategic importance of information resources to the economic prosperity and social well being of Alberta,
- provide information and advice to stakeholders on information resource management,
- educate all users on appropriate use of information resources.

GOAL 4: Develop directions for the use of information resources in Alberta

Strategies

- ensure that an advanced communications infrastructure spanning all of Alberta is available to the government and its stakeholders,
- ensure the continuous availability of government information resource capabilities,
- maintain a government-wide Information Resource Strategic Plan and review annually,
- develop corporate information resource standards, guidelines and practices to make the government a model user of information resources,
- create agreement on the development of compatible systems for mission-critical corporate functions,
- provide a planning and management framework that will enable information resource projects to be completed successfully,
- work with the CIO Council to identify opportunities to reduce costs and duplication by using information and communications technology to enhance government services.

Performance Measures

The Office of the CIO is a catalyst. In 1998-99 there will be performance measures implemented which have been developed in consultation with all government ministries.

Public Works, Supply and Services
Ministry Consolidated Income Statement

(thousands of dollars)

	Comparable 1996-97 Actual	Comparable 1997-98 Budget	Comparable 1997-98 Forecast	1998-99 Estimates	1999-2000 Target	2000-01 Target
REVENUE						
Investment Income	11,697	4,000	1,200	1,300	1,200	1,200
Premiums, Fees and Licences	2,402	2,470	2,470	2,400	2,320	2,320
Other Revenue	78,413	75,360	71,600	76,955	76,944	75,960
Consolidation Adjustments	(24,904)	(27,645)	(26,270)	(27,585)	(27,745)	(27,745)
Consolidated Revenue	67,608	54,185	49,000	53,070	52,719	51,735
EXPENSE						
Program						
Information Management and Technology	32,985	34,679	34,535	34,113	33,744	33,527
Supply	6,440	6,834	6,807	6,589	6,696	6,764
Management of Properties	175,898	179,534	180,555	170,279	171,252	171,772
Planning and Implementation of Construction Projects	204,612	214,163	219,913	225,244	226,165	225,758
Office of the Chief Information Officer	498	500	500	500	500	500
Revolving Fund	53,571	56,400	54,500	58,855	59,787	59,190
Valuation Adjustments	(785)	285	655	285	285	285
Consolidation Adjustments	(24,904)	(27,645)	(26,270)	(27,585)	(27,745)	(27,745)
Consolidated Expense	448,315	464,750	471,195	468,280	470,684	470,051
Gain (Loss) on Disposal of Capital Assets	173	(1,000)	535	(1,000)	(1,000)	(1,000)
Gain (Loss) on Inventory held for Resale	5,965	(4,000)	-	(4,000)	(4,000)	(4,000)
Write Down of Inventory held for Resale	(10,658)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Write Down of Capital Assets	(4,034)	(1,000)	(17,900)	(1,000)	(1,000)	(1,000)
NET OPERATING RESULT	(389,261)	(425,565)	(448,560)	(430,210)	(432,965)	(433,316)